



ECONOMIC. DEVELOPMENT

issue committee **REPORT**

INDIANAPOLIS-MARION COUNTY
Comprehensive Plan Update



ECONOMIC. DEVELOPMENT

issue committee **REPORT**

CITY OF INDIANAPOLIS

Bart Peterson, Mayor

METROPOLITAN DEVELOPMENT COMMISSION

Harold Anderson

James J. Curtis

Gene Hendricks

Lee Marble

Brian P. Murphy

Robert J. Smith

Randolph L. Snyder

Ed Treacy

Sylvia Trotter

DEPARTMENT OF METROPOLITAN DEVELOPMENT

Carolyn M. Coleman, Director

DIVISION OF PLANNING

Maury Plambeck, Administrator

COMPREHENSIVE PLANNING

Keith Holdsworth, Principal Planner

AUGUST 2001

Credits

This process could not have been undertaken without the efforts of the committee members who volunteered so much of their time.

Abbe Hohmann, Chair, Colliers Turley Martin Tucker

David J. Baird, CDI Development

Ellen Beaton, Builder's Association of Greater Indianapolis

Tom Bruns, Indianapolis Water Company

Joe Calderon, Indianapolis Bar Association

Jeb Conrad, Indianapolis Regional Economic Development Partnership

Julia Dunkman, Franklin Township Chamber of Commerce

Bob Frye, City of Indianapolis

Mike Graham, City of Indianapolis

Dorothy Jones, BOS Community Development Corporation

Anne Kilponen, Ratio Architects, Inc

Eileen Laughlin, Near North Development Corporation

Norman Pace, MCANA

Stephanie Quick, City of Indianapolis

Alan Retherford

Kathy Rietmann

Kevin Strunk, Wabash Resources and Consulting, Inc

Michael Tockey

Acknowledgements

The Committee would like to express gratitude for the contributions of the following individuals to the Economic Development Issue Committee process:

David Baird, Wayne Township Board

Harry Frenchak, Farm Bureau Insurance

Liz Gibson, Gibson and Associates

Bruce Hostetter, Indianapolis Chamber of Commerce

Robert Hyta, Baker and Daniels

John Peebles

Phillip Roth, HNTB

Dennis Southerland, Paul I. Cripe, Inc

Eric Woerner, Airtron, Inc

The Committee would like to express thanks to the following agencies for providing meeting facilities to the Economic Development Issue Committee:

Indianapolis Neighborhood Resource Center

Department of Parks and Recreation, Garfield Park Burello Center

Department of Parks and Recreation, Garfield Park Conservatory

Dear Members of the Steering Committee:

Attached please find the final report of the Economic Development Issue Committee. This Committee was challenged in evaluating the current Comprehensive Plan, and other land use policies, from an economic development viewpoint. Economic development involves the retention, creation, and nurturing of business and industry to generate wealth for the citizens of the City. As such, many of the issues that this report addresses will likely also be addressed by other Issue Committees; however, from a different perspective. These issues include:

Introducing Industry Clusters into the Planning Process. The future of local economies appears to revolve around the formation of industry clusters, which create a synergetic “critical mass” of firms, rather than the pursuit of diversification to minimize the possible risks of an economic downturn. Studies of Indianapolis’ economy identifies approximately five “sectors” in which Indianapolis has a strategic advantage: advanced manufacturing; life sciences; transportation; finance, insurance and real estate; and high technology. Nurturing these industry sectors should be a strategy employed by the City of Indianapolis to enhance economic development.

Providing Adequate Transportation Choices. The movement of goods, services and employees will become more important as Indianapolis matures in the next decade. While the predominant form of movement is, and will likely remain, ground transportation, air transportation is a rapidly expanding form of transportation for both cargo and passengers. The Indianapolis International Airport will, therefore, play a large part in the long-term economic vitality of Indianapolis and will need to be nurtured. Additionally, a timely and affordable mass transportation system should be developed, which provides a viable alternative to the privately-owned automobile.

Simplifying Regulation. The Comprehensive Plan is the basis for land use regulation within Indianapolis; however, the “new” economy is based on a regional focus. As the leader of the region, Indianapolis should strive for a common planning and zoning language within the nine-country region.

Additionally, regulation needs to adequately protect the public health, safety and general welfare, but must not impose undue restrictions to development. Therefore, future regulation should be based on proven, objective requirements and not subjective criteria.

There are also challenging issues discussed by the Committee, which are not addressed in this report, due to limited applicability to the Comprehensive Plan. Foremost is the problem with education. The future economy of Indianapolis will depend heavily upon the quality of the workforce; however, studies seem to indicate that our primary and secondary education systems are not capable of adequately providing for this future demand. It will be important that this situation be reversed in the near future. Additionally, tax policy and use of tax funds will greatly impact the ability of Indianapolis to compete in the global economy. The leadership of Indianapolis must focus on economic development as a means to increase the tax base and generate additional funds for City operations.

Indianapolis has enjoyed a wonderful rebirth beginning with the passage of Uni-Gov continuing with the redevelopment of downtown and growth of the suburbs. We have strong leaders with a message and a vision. Today, Indianapolis is posed to take the next step at the center of a dynamic nine-county region. The opportunities and challenges are immense, but as a community our shared experiences have prepared us well.

In closing, I want to personally thank each member of the committee for his or her contributions of time and expertise. I also want to give special recognition to Senior Planner Bill Peeples and Principal Planner Keith Holdsworth for their outstanding efforts in supporting and expanding the process. We are fortunate to have such intelligent and dedicated individuals working on behalf of our City.

Sincerely,

Abbe Hohmann

“The annual labor of every nation is the fund which originally supplies it with all the necessaries and conveniences of life.”

Adam Smith
The Wealth of Nations

Contents

I. BACKGROUND INFORMATION	3
Introduction	5
Committee Description	7
II. SOLUTION FINDING	15
Issues, Recommendations, and Standards	
Issue: Access	17
Issue: Land Use Regulation	21
Issue: Incentives	25
Issue: Infrastructure	29
III. SUPPLEMENTAL INFORMATION	33
Appendices	
Appendix 1 – Comprehensive Planning	35
Appendix 2 – Value Statements	39
Appendix 3 – Resources	41
Appendix 4 – Meeting Minutes	45
Appendix 5 – Glossary	61

Background
INFORMATION

Introduction

Updating the Indianapolis/Marion County Comprehensive Plan is a complex and challenging undertaking, which offers an opportunity for the City and its citizens to develop a realistic vision for the future.

The Economic Development Issue Committee is one of eight Issue Committees providing a detailed public discussion of specific topics. Each committee was made up of approximately 30 to 40 experts, city staff and citizens to develop goals, recommendations and standards in their particular topical area. The committee meetings were open to the public.

The public input process of the Comprehensive Plan Update began with four Town Hall Meetings. These meetings were held in various locations around the City and on various weeknights in late September and early October 2000. Through the course of the Town Hall meetings, several recurring themes became evident; however, the format of the Town Hall meetings did not encourage in-depth analysis; therefore, eight issue committees were formed to provide additional analysis.

The eight committees formed were:

- Cultural, Social and Education
- Economic Development
- Environment, Parks and Open Space
- Land Use Standards and Procedures
- Neighborhoods and Housing
- Redevelopment
- Regionalism
- Transportation and Infrastructure

Each of the Issue Committees met eight to nine times from late January to July 2001. The invitation to join an issue committee was made at the Town Hall meetings and through a newsletter sent to over 1,200 persons and organizations, including every registered neighborhood association in the City. Over 300 persons volunteered to serve on a committee, and, once selected, committee members were polled as to their most convenient meeting times. The meetings were scheduled accordingly.

The Economic Development Issue Committee met on eight occasions between January 29, 2001 and June 18, 2001. A total of 36 citizens were invited to the meetings, and 29 different individuals attended. Attendance at each meeting ranged from 12 to 16 persons, with the average being 14.

Committee Description

Since the establishment of the Indianapolis Steam Mill Company in 1828, through the advent of the railroad economy in the late 19th century, to the diverse industrial and commercial enterprises which occupy the City today, the vitality of Indianapolis has depended upon the ability of its citizens to earn a living by engaging in commercial or industrial enterprises. Given projections indicating that the regional population will continue to expand, the future City will require an increase of, or expansion in, the production, distribution and consumption of goods and services based on a corresponding increase in the overall wealth in the community.

The purpose of this Committee was to study the ability of the City to sustain the economic needs of its citizens. It was the challenge of the Committee to accurately estimate the requirements for adequate commerce and industry within the City; to suggest an approach to encourage intelligent economic growth while providing an adequate tax base for essential public sector activities; and to determine acceptable levels of commercial and industrial expansion.

The Committee's first task was to define economic development. Economic development has been defined as a long-term process of change in how people earn a living in the community. The committee, through discussion and deliberation, decided that a simplified definition was more appropriate and defined economic development as **"wealth creation"**.

The Comprehensive Plan is a long-term guide for the physical structure of Indianapolis; therefore, the Committee had to envision a desirable economic future for Indianapolis, and then make recommendations which would create, alter or preserve those physical elements of Indianapolis to promote the creation of wealth.

The Nature of Economic Development

Economic development efforts have historically been centered on specific strategies. Generally, these strategies are the attraction of new business, the retention of existing business, retail trade enhancement and, more recently, cultural tourism. In smaller communities, economic development efforts, while perhaps containing elements of all strategies, typically focus on one strategy, such as business attraction, often at the expense of the others. The Committee, however, believes that Indianapolis, due to its size and

complexity, cannot focus on one strategy. Our future economic vitality will depend equally on the attraction of new business, the nurturing of existing business, the promotion of retail trade, and the establishment of a diverse cultural identity.

The strategies employed must depend on the current and projected future strengths of the Indianapolis economy. To understand this, the Indianapolis economy must be studied.

The Foundation of the Indianapolis Economy

The Committee, in evaluating the Indianapolis economy, has focused on a relatively narrow viewpoint. Indianapolis was specifically ordained to be the capital of Indiana and is, therefore, the regional focus of governmental activity for the City, County, State and Federal governments. Additionally, single-family residential development is the focus of several other Committees. The Committee, while mindful of the association between housing to economic activity, limited discussions of institutional and residential uses to their impact on our main focus: industrial, commercial and office development.

From its inception, Indianapolis has attracted commerce and industry, and today widely diversified industrial and commercial uses are flourishing. In *Indiana's Pillar Industries for 21st Century Midwestern Pre-eminence* prepared by the Battelle Memorial Institute and *A Central Indiana Report Card* prepared by Arthur Anderson LLP, key industries are identified as present, or possible future, strengths of Indianapolis. These industries are advanced manufacturing; life sciences; transportation and distribution; finance, insurance and real estate; and information technology.

Manufacturing has historically been a mainstay in the Indianapolis industrial landscape, so the inclusion of advanced manufacturing as the primary cluster industry is not surprising. Advanced manufacturing in Indianapolis consists of the manufacture of:

motor vehicles,
industrial machinery,
aircraft and spacecraft,
household and office equipment,
electrical components,
electric lighting and wiring equipment,
metalworking machinery,

measuring devices,
construction machinery,
industrial chemicals,
electrical industrial equipment, and
plastics and synthetics.

While this cluster employs one in eleven workers, Indianapolis does not have an unusually high share of manufacturing employment when compared with similar metropolitan statistical areas. This would tend to indicate a healthy overall economic diversification; however, almost 49 percent of the advanced manufacturing industries are involved in the automotive industry, which could be problematic should economic conditions adversely affect that industry. Studies seem to indicate the future of this industry will depend on research and development efforts and the education of the workforce.

Life sciences are one of the fastest growing and most active industry segments around the country. In Indianapolis, the life sciences cluster consists of:

pharmaceuticals;
health research;
medical supplies and equipment; and
agricultural chemicals.

While this industry does not employ as many peoples as the advanced manufacturing cluster, the Indianapolis metropolitan statistical area shows a large share and growth in employment for this cluster and clearly out-ranks similar metropolitan statistical areas known for their health care strength. Conversely, while the strength of the advanced manufacturing industry seems to revolve around one *segment* of the industry, i. e. automotive; the strength of the life sciences cluster in Indianapolis generally revolves around one *company*: Eli Lilly. The continued nurturing of that company is imperative in the short term for the continued growth of this sector; however, with the Clairian complex of teaching hospitals and research facilities associated with the Indiana University School of Medicine as obvious foundations for the future, a short and long-term strategy of diversification should be employed.

When Indianapolis was founded, a lack of transportation facilities isolated the City. In due time, railroads reached the City and transportation and distribution became viable. Today Indianapolis is the “Crossroads of America”, and the strong growth in transportation employment supports Indianapolis’ recognized competitiveness as a distribution center. Additionally, despite a high volume of freeway traffic, Indianapolis has

maintained relatively lower congestion than similar metropolitan statistical areas. The geography, extensive rail system, robust interstate highway network and emergence as an air cargo hub, position Indianapolis for dominance; however, the continued development of this cluster depends heavily on the supply of industrial land convenient to the interstate system and Indianapolis International Airport, while highway congestion and the lack of a direct route from Indianapolis to Mexico represent possible impediments to nurturing this cluster.

The finance, insurance and real estate cluster emerged in the 1980's and 1990's and was important to Indianapolis' diversification efforts away from the dependence on manufacturing and distribution. While this industry remains a key economic cluster, and despite a relatively strong ranking in terms of the share of employment when compared to similar metropolitan statistical areas, Indianapolis has recently demonstrated slow growth in this cluster. The reasons for this are unclear, but certain mergers and acquisitions have negatively impacted, in banking and insurance, the potential growth. Continued study of this industry is warranted, since nurturing this cluster could be very important to continued diversification in other industries.

While there are several emerging businesses related to high technology employment in Indianapolis, information technology apparently does not represent a true cluster, since the region's concentration in information technology actually declined from 1989 to 1998. Information technology currently consists of:

- communications services;
- software and data processing;
- wholesale and repair of electrical components;
- communications and media equipment;
- electric lighting and wiring equipment; and
- computer and office equipment

science and engineering consulting.

As with advanced manufacturing, the nurturing of this cluster depends on research and development and the education of the workforce, but also includes, interestingly, quality of life issues to attract and retain skilled workers to the area.

In the promotion of retail trade and services, the Committee did not believe that an overall deficiency existed in the quantity of retail available; however the Committee has significant concerns with locational aspects of retail

activity. Specifically, the Committee believes that a strong core City is critical for overall regional growth. Additionally, there is evidence to suggest that a significant “cash economy” exists in areas that have experienced retail disinvestment, but continue to have significant population density. Finally, there is an opinion that retail developers and users “chase rooftops” and higher median incomes; therefore, the Committee believes that retail trade enhancement strategies should be targeted to enhance the core city and older suburban areas and should not be used to subsidize retail endeavors on the fringes of the City.

While Indianapolis has significant cultural amenities, the enhancement of quality of life dictates an increased attention to this subject. The Committee did not examine specific methods for the enhancement of cultural tourism efforts. There are essentially two reasons for this. First, another Issue Committee, the Cultural, Social and Education Committee, has been created to examine cultural issues, of which cultural tourism is part. Second, the Office of the Mayor is currently compiling a Cultural Tourism Plan. In order to reduce a duplication of effort, the Committee has deferred comment on cultural tourism.

The Foundation of Indianapolis Economic Development

In order to provide goals, recommendations and standards, the Committee found it necessary to subdivide economic development and the Indianapolis economy into subsections. The previous section explained the Committee’s subsections of the economy. In this section, the foundation of economic development will be subdivided to provide a manageable framework upon which goals; recommendations and standards can be based.

The Metropolitan New Economy Index, by Robert D. Atkinson and Paul D. Gottlieb, provided an initial basis by dividing the “new economy” into:

knowledge jobs;
globalization;
economic dynamism and competition;
transformation to a digital economy; and
technological innovation capacity.

Knowledge jobs are intended to measure the jobs held by managers, professionals, scientists, engineers and technicians and the educational attainment of the workforce. Globalization measures the export orientation of manufacturing. Economic dynamism and competition measures “gazelle

companies”, “churn” and initial public offerings in a metropolitan area. The transformation to a digital economy measures the information technology capacity of the area. Technological innovation capacity measures high-tech jobs, patents and post-secondary school education. Overall, Indianapolis ranked in the middle of the pack in this index and in the middle of the pack in most of the measures. The computer use in primary and secondary schools was Indianapolis’ sole strength, while a lack of research and development funding and the investment of venture capital are significant weaknesses.

Economic Development Vision 2010, by the Indiana Chamber of Commerce, provided five “economic drivers” dividing economic development into:

education and workforce development;
business costs;
government and regulatory;
infrastructure; and
dynamism and entrepreneurship.

Education and workforce development measures the quality of the primary and secondary education system. Business costs measure the relationship between state revenue requirements and the tax burden on business and industry. Government and regulatory measures the regulatory relationship between the promotion of public safety and the hindrance of business development. Infrastructure measures the transportation, information and water/sewer systems capacities. Dynamism and entrepreneurship measures new business start-up and support. Since the measures were statewide, these measures were not studied to identify the strengths and weaknesses of the Indianapolis economy; however, the subdivision of the economy was used as a basis to identify our subsections.

Business Agenda: Strategies for a Successful Community 2000-2003 by the Indianapolis Chamber of Commerce divided economic development into:

economic growth;
infrastructure;
business regulation;
fiscal policy; and
education.

Economic growth is the expansion of the production, distribution and consumption of goods and services in the overall wealth of the economy. Infrastructure is the underlying basic framework of a system or organization.

Business regulation is the imposition of rules and procedures on those engaged in the manufacture, purchase or sale of commodities and related financial transactions. Fiscal policy is a definite course or method of action selected from or relating to taxation, public revenues, or public debt. Education is the life-long process of developing the knowledge, skill, mind, and character for youth and adults through schooling, teaching and training. This publication did not measure particular capacities in these areas, so there were no conclusions to draw; however, the subdivision of the economy was also used as a basis to identify our subsections.

A Central Indiana Report Card by Arthur Anderson LLP divided central Indiana economic development into:

labor;
infrastructure;
real estate;
government; and
quality of surroundings.

Labor measured the industry, skill, training, costs and availability of labor. Infrastructure measured the capacity of the transportation and utility infrastructure. Real estate measured commercial/business land usage and rental and vacancy rates. Government measured public sector spending, taxes and incentives. Quality of surroundings measured the quality and costs of living. The report concludes that central Indiana demonstrates robust overall economic health with strong employment growth and low unemployment, but this may lead to complacency, which would result in an ever-increasing lack of competitiveness as compared to similar regions.

In the issue committee process, the Committee set goals and provided recommendations and standards. The general themes of these goals, recommendations and standards approximated many of the themes outlined in the aforementioned reports. The Committee, however, identified the foundation of economic development as:

Access;
Land Use Regulation;
Incentives;
Infrastructure;
Workforce; and
Education.

In subsequent elements of this report, the first four will be discussed in detail, and goals, recommendations and standards will be proposed.

The later two, Workforce and Education, are, arguably, the most important aspects for a viable economic future, since they deal specifically with workforce development. These issues, however, will not be discussed in detail. The Committee foresees significant challenges and opportunities for the emerging workforce in Indianapolis. The explosion in the Hispanic population represents an identifiable opportunity in our workforce. Likewise, the education of the current and future generations of this City will determine its future viability as an employment center. Indeed, many of the studies and reports we have previously mentioned indicate that the state of the primary and secondary public education system is the pre-eminent problem that must be addressed for a secure future. In our role as an issue committee for the update of the Comprehensive Plan, however, the Committee found that these issues could not be significantly addressed purely as a function of the physical structure of the City.

The Committee also found certain other issues challenging. Our mandate implies that we provide recommendations pertaining to an action that can, through direct or indirect influence, be accomplished by the Department of Metropolitan Development and can be initiated within the anticipated life span of the Plan. We have included goals, recommendations and standards, in areas such as taxation and the extension of infrastructure, which the Department of Metropolitan Development has little influence. We believe, however, that the issues should be addressed, if in no other place than this report. Additionally, we have included recommendations, such as regional planning cooperation and airport development, in which circumstances will require cross-jurisdictional cooperation for accomplishment. Again, the issues were, in the opinion of the Committee, of sufficient gravity to be included in our report.

solution
FINDING

Issues, Recommendations and Standards

issue

ACCESS

Access refers to two distinct, but equally important, aspects of the Indianapolis economy: the access of business to markets and the access of workers to employment.

The marketplace is no longer solely regional. With increasing technological capacity, the marketplace is now global, and the continued vitality of the Indianapolis economy will require a more global vision. Indianapolis is properly positioned to gain access to a global marketplace.

Indianapolis currently exports more than four billion dollars worth of goods and services to various countries; however, more than half of those exports have two destinations: Canada and Mexico. While Indianapolis' exports to Canada have paced inflation, exports to Mexico have risen by 158 percent in recent years. Additionally, there are many countries that are rising markets to Indianapolis' goods and services. Brazil has stood out with a rate of growth of 358 percent, but destinations such as France and the Netherlands have also outpaced the national average.

It is important, therefore, that economic development goals ensure that access to existing markets is retained, while access to emerging and expanding markets is augmented. As previously mentioned, distribution operations are regulated to three modes of travel: air, ground and rail. Historically, approximately 83 percent of goods have been transported from Indianapolis by ground, approximately 12 percent by rail, and the remaining 5 percent by air. Since ground transportation is the dominant method for moving Indianapolis' goods, it should be the main focus for access issues. Indianapolis International Airport, however, has emerged as a major cargo handler (12th in the world) and has aggressive plans to increase its capacity.

For many years, the access of workers to employment has been problematic in Indianapolis. Currently, the only form of mass transportation available is public bus service. Unfortunately, this service does not adequately cover the entire City nor is it available for all hours of the day and is often perceived as inconvenient and unreliable. A transportation system that integrates the

excellent roadway system with efficient and comprehensive mass transit options would ensure access in the years to come.

goal

Integrate transportation system planning with land use development strategies to increase industry access to local, domestic and international business markets and increase the access of workers to local employment.

<i>Recommendations</i>	<i>Responsible parties</i>	<i>Comments</i>
a) Encourage the expansion of the Indianapolis International Airport including the midfield terminal, a third runway and additional cargo distribution sites.	IREDP, BAA City	
b) Pursue hub status to promote non-stop, foreign and domestic passenger air transportation between Indianapolis and other areas with similar industry clusters.	BAA	
c) Revise the Airport Zoning Ordinance to provide for an Airport Perimeter District, similar to the UQ-2 or PK-2 Districts, which, among other things, would prohibit residential development within appropriate noise contours from the airport and establish aviation easements	DMD	Eliminates public health issues associated with noise from airport. Reduces capital the airport has to divert to noise abatement programs which can be applied to capital improvements.
d) Revise and consolidate the Airport Industrial Development Plan, Airport Vicinity Plan and the Minnesota Street Corridor Study, to produce an updated Airport Vicinity Plan.	DMD	

e) Actively lobby the State of Indiana and the United States of America, encouraging increased interstate highway access from Indianapolis to southwestern Indiana, the south central United States and Mexico	Chamber of Commerce, City	
f) Promote diverse, coordinated and affordable mass transportation alternatives to provide increased access to local employment centers	City	Passenger rail
Standards: When developing the recommended land use maps for Marion County:	Justification	
i. Create an “Airport Mixed-use” land use category in proximity to the Airport, which would encourage mixed-use, airport-related industrial and commercial development.	Ensuring that residential development is not constructed in an area prone to high level of noise due to the airport	
ii. Once a mass transportation plan has been created, coordinate land use recommendations with a mass transportation overlay.	Ensure that residential densities are encouraged that would promote continued service	
iii. Should an interstate route to the southwest be determined, proposed land uses along that corridor should be appropriately designated.	Interstate 69 has the potential of opening several markets. Potential land uses should not interfere with the extension and operation of this interstate	
iv. Large tracts of undeveloped land near interstate interchanges and transit stops should be reserved for mixed-use industrial and commercial development	Interstate interchanges are appropriate locations for park and ride facilities and industrial/commercial developments. Noise concerns with the interstate dictates limiting residential development.	

issue

LAND USE REGULATION

The establishment, administration and enforcement of land use regulation is the primary means Indianapolis uses to implement the Comprehensive Plan and guide the physical structure of the City. These regulations are essential for protecting businesses, workers, public health and quality of life. However, excessive regulation should be avoided, since it can unnecessarily limit the growth of business and slow the growth of jobs.

Since the Comprehensive Plan is the basis for subsequent land use regulation, the Plan must be a realistic guide for the future. It is not possible to precisely predict the location, proportion or nature of land uses that will ultimately exist within the City; therefore, the Plan must also be flexible in those instances where land uses have emerged or evolved subsequent to the adoption of the Plan. The Plan should not be used to dictate development or create a burdensome regulatory structure.

Particular attention should be paid to retail development, where trends are emerging such as ever-increasing store size and low-cost construction design and materials, which can be problematic. If located in an outlying suburban area dominated by commercial uses, new retail structures are compatible; however, new commercial development is increasingly being located near existing residential development. As retail development locates in older commercial areas or near residential development, standard designs may not be appropriate and may need to be modified or abandoned.

Additionally, adequate buffers must be created or maintained between protected land uses and more intense land uses. The most suitable general land use categories for buffering these uses would be office uses, multi-family residential uses and extremely light industrial uses, provided adequate standards are required to mitigate the differences between the land uses.

goal

Promote an appropriate level of land use regulation to encourage the expansion of business and industry throughout the Indianapolis Metropolitan Statistical Area while ensuring compatibility with existing or proposed neighborhoods.

<i>Recommendations</i>	<i>Responsible parties</i>	<i>Comments</i>
a) Encourage communication among political leaders and professional planners in the nine county region with the goal of devising a simple, common planning language.	Polis Center	
b) Ensure that sufficient quantities of industrial, commercial, institutional and residential (both single-family and multi-family) land uses are designated on the proposed land use map, in order to provide a balanced tax base and remediate the effects of non-taxed public, semi-public and special uses on the separate tax districts.	DMD, MCANA, Chamber of Commerce	
c) Create land use categories, critical areas, and/or secondary planning recommendations, which would encourage mixed-use developments and provide guidance to work out issues in the application of the Comprehensive Plan, allowing the staff to support innovative/non-standard projects.	DMD	
d) Incorporate aesthetic development considerations/standards into the Comprehensive Plan.	DMD	Sidewalks should be required for commercial and industrial development

<i>Standards:</i> <i>When developing the recommended land use maps for Marion County:</i>	<i>Justification</i>
i. A secondary land use recommendation of “village mixed-use” should denote areas of the City, such as Acton, Wanamaker, New Augusta, Broad Ripple, and Cumberland, which exhibit a small community character or identify areas of the City which are appropriate for the application of “new-urbanism” or traditional concepts. This character should be preserved through place-specific design initiatives	These historic areas of the city provide ideal locations upon which to build.
ii. Retail use design standards should follow a “stages of development” design criteria, with urban retail establishments designed to be consistent with established residential development in both scale and materials	
iii. Office, service-related commercial uses, and multi-family residential should be used to transition between residential, school, and religious uses and more intense land uses.	“Buffer” has remained undefined and has been considered a source of contention. These uses should be defined as buffers.
iv. Establish a relative percentage rate of the aforementioned land uses for each taxing district, to provide for a balanced tax base.	This creates the possibility of a balanced tax base.
v. Establish a forum for planners from all jurisdictions in the nine county area to discuss common issues and formulate goals.	

issue

INCENTIVES

Of the tools used to attract and retain business and industry in Indianapolis, tax abatements and tax increment financing are the two most commonly used. Unfortunately, the property tax assessment system is structured to encourage the location of new business on undeveloped property or requires the clearing of developed property in order to realize any benefits from these incentives. This is acceptable in parts of Indiana that have significant areas of undeveloped property designated for industrial development. Indianapolis does not have significant areas of undeveloped property; however, does have tracts of industrial property, which are improved with structures with assessed valuation for taxation, but have little real value without significant re-investment. The tax structure, therefore, tends to encourage sprawl.

In addition, Indianapolis limits the applicability of retail tax abatements to, roughly, the old city limits. For the most part, retail tax abatements should not be used in most areas of the City; however, studies have demonstrated that there are older suburban areas of the City, which are underserved by retail uses due to a perceived diminishing market. In these areas, it would be appropriate to grant a retail tax abatement to stimulate re-investment in those areas.

goal

Create economic development policies and incentives, which promote both new development and redevelopment.

<i>Recommendations</i>	<i>Responsible parties</i>	<i>Comments</i>
a) Influence the modification of statutes to permit the application of meaningful tax abatements for properties with an assessed valuation, but without a significant market value	City	Although DMD can suggest such legislation, it is in the control of the State legislature to propose, hear and enact legislation.
b) Create a strategy for the stabilization of older suburban areas and commercial centers outside the Regional Center.	DMD	
c) Determine a method (with criteria) to decrease to zero the assessed valuation of a property that is eligible for tax abatement.	DMD	
d) Create strategies for the application of tax incentives that are competitive with new development to encourage redevelopment.	DMD	
<i>Standards:</i> <i>When developing the recommended land use maps for Marion County:</i>	<i>Justification</i>	
i. Using neighborhood plans, corridor plans and plans for historic districts, identify properties that are vacant, obsolete or substandard and can be eligible for tax abatement or other incentives and incorporate the information into the Plan.	Target development and redevelopment in areas, which are served with all City services.	

<p>ii. Convene the leaders of neighborhood organizations and districts representing older suburban areas to coordinate revitalization and economic development efforts, including the identification of sources of funding for redevelopment and incentive procurement and identify the boundaries on the land use maps.</p>	<p>Use economic development incentives as a tool for revitalization and redevelopment efforts, decreasing the rate of decline of these older neighborhoods.</p>
<p>iii. Update department documents regarding targets of incentives to include all older suburban areas not just those within the pre-Unigov corporate limits</p>	<p>Blighting and disinvestment is now occurring in areas outside the “Old City”, and targeting incentives inside those boundaries has negative effects on those older suburban areas.</p>

issue

INFRASTRUCTURE

The economic development infrastructure in Indianapolis incorporates the physical infrastructure (sewers, water mains, communications facilities and road network) and the economic infrastructure (industry clusters and institutions of higher education). Not only must the physical infrastructure be continually maintained and upgraded to ensure timeliness, but also the economic infrastructure must be nurtured to provide timely research and development and create critical masses in the industry clusters to promote self-sufficiency.

goal

Designate land sites and provide infrastructure to encourage growth in the industry clusters that can be demonstrated as current or probable future strengths of the City

<i>Recommendations:</i>	<i>Responsible parties</i>	<i>Comments</i>
a) Determine land, roadway and utility requirements for enterprises, such as research and development, which promote advanced manufacturing, marketable internet applications, bio-tech innovations or cargo distribution (specifically by air, ground and rail transportation) to enhance or create a “critical mass” of these and other industries in the City.	City, utilities	
b) Support technology initiatives of institutions of higher learning	DMD, MCANA, Chamber of Commerce, IREDP	
c) Identify and prioritize areas requiring infrastructure improvements in the following categories: roadways, sanitary sewer, storm sewer, water and high-speed cable transmission.	DMD, DPW	
d) Devise a strategy to make high-speed digital data transmission available to business, residences and not-for-profit organizations in all nine townships.	IREDP	Need to benchmark against peer cities

<i>Standards:</i> <i>When developing the recommended land use maps for Marion County:</i>	<i>Justification</i>
i. Ensure that land use recommendations are consistent with the anticipated capacity of supporting infrastructure	As an example, locating very low-density residential recommendations along primary arterials is not appropriate.
ii. Designate no less than 50 contiguous acres, preferably an existing brownfield in an older suburban area in proximity to the downtown area, to promote the attraction or expansion of information technology, advanced manufacturing and life science industries.	Nurture the strengths of Indianapolis and create a brownfield redevelopment in Indianapolis as a model public-private cooperation effort.
iii. Delineate a suitable amount of property in proximity to IUPUI, in order to provide adequate area for expansion, while promoting an aesthetically pleasing campus	IUPUI should be nurtured to ensure that it becomes a high-quality post-secondary education establishment.

supplemental
INFORMATION

Appendices

appendix one:

COMPREHENSIVE PLAN OVERVIEW

The Comprehensive Plan is a broad philosophical document, which promotes public health, safety, morals, convenience, order and the general welfare; encourages efficiency and economy in the process of development; promotes livability; and preserves the quality of life.

While the Comprehensive Plan is, by state law, the basis for zoning, the Plan may be developed for more than this limited purpose. State law requires that the Plan contain a statement of objectives for the future development of the City, a statement of policy for land use development and a statement of policy for the development of public ways, public places, public lands, public structures and public utilities. State law, however, permits each jurisdiction to develop a comprehensive plan in a manner, which meets the needs of that jurisdiction.

In the Consolidated City of Indianapolis, the Comprehensive Plan has historically been more than a series of policy statements. It has been a detailed guide for development, containing policies, maps, text and critical areas, which designate appropriate use recommendations for land in Indianapolis and explain the basis for those recommendations. The Plan, initially adopted in 1965, has been updated in roughly 7 to 10 year increments, with the most recent update occurring between 1991 and 1993.

Extensive public input has also been a historic part of the comprehensive planning process. Indianapolis Insight began with a kick-off conference, was followed by a series of town hall meetings and has, thus far, continued with the Issue Committee process. Throughout the planning process a Steering Committee has kept things on track. Other forms of public outreach included press releases, a newsletter and a website.

Kick-off Conference

The Kick-off Conference was held September 14th, 2000. Over 1000 persons were invited to attend and attendance was estimated at 220 persons for the morning-long event. The event included a presentation by Dr. Catherine Ross of the Georgia Regional Transportation Authority, a panel discussion by local leaders with various viewpoints on the topic of city development and

a presentation of the planning process to be used for the Indianapolis Insight Plan. The conference was covered in the local news media.

Town Hall Meetings

The first series of Town Hall Meetings was held between September and October of 2000. Over 1200 persons were invited, including every registered neighborhood organization. Meetings were held in four locations around the city on various nights of the week over the three-week period. Attendance ranged from 20 to 40 persons per meeting. Participants were asked about what city development issues were important to them now and in the future and were given the opportunity to volunteer for the issue committees. Three of the four meetings were covered by the local news media.

Steering Committee

The Steering Committee is made up of 43 persons representing various groups with a stake in the development of the city. Its membership includes the chairpersons of the Issue Committees. The Steering Committee meets as needed throughout the planning process.

Newsletters

A newsletter, *The View*, was sent out in November 2000. Mailed to over 1200 persons, including every registered neighborhood organization, *The View* contained information on the planning process to date and the invitation to take part in the Issue Committees.

Subsequent issues of *The View* will be sent out as needed throughout the planning process.

Press Releases

The local media has been notified about the Indianapolis Insight Plan at every step in the process. Press releases and media advisories go to 50 television, radio, and print media sources. The decision to run a notice about upcoming meetings or to cover a particular meeting is up to each media source; however, coverage has been good and notices and stories have run in a variety of television, radio and print sources.

Website

The Indianapolis Insight plan maintains a set of webpages within the City's website. These webpages details the planning process and includes notices of upcoming meetings and minutes of past meetings. The webpages have

experienced over 1,000 hits from mid-December2000 through the end of July 2001.

Volunteer Hours

As of July 31, 2001 almost 700 volunteers have contributed over 3,500 hours to the planning process.

appendix two: **VALUE STATEMENTS**

Using the public comment at the Town Hall meetings as well as good planning principles, the Steering Committee developed a series of Value Statements to guide the planning process. Ideally all goals, recommendations, standards and land use recommendations will contribute to these values. At the very least they must not detract from these values. The Value Statements are as follows:

Development of our City should meet the needs of the present without compromising the need of future generations.

We should strive to achieve a balance of land uses, including a diversity of housing options, throughout the various parts of the county and the region. Balanced land use is important not only for tax base equity, but also for communities where people can live, shop, recreate and earn a living throughout the different phases of their lives.

New developments should be well planned, well built and well maintained to retain value over the long term. Established areas should be well maintained to retain (or regain) value and to preserve applicable unique identities.

Education programs of the highest quality are vital to the health and well being of the City. We should encourage all citizens, regardless of age, to participate in the learning process throughout their lives. We should offer educational programs to individuals with a wide range of talents and abilities, enabling all members of the community to develop to their fullest potential. We must ensure that educational opportunities are available to all citizens, regardless of race, sex, religion, national origin or handicapping condition. We must maintain a world class educational system, providing programs of the highest quality to all citizens.

We should strive to maintain a healthy environment and to make appropriate improvements to the current state of the environment. Of particular importance are clean air, ground and surface water, conservation of natural features including wooded areas, and adequate parks and open space.

We should continue to improve our transportation system so that it is well connected, convenient, and safe. We should provide a variety of transportation choices so that all people, regardless of age or ability, can

travel throughout the region. The transportation and infrastructure systems should anticipate and guide the growth of the City.

We should maintain and further develop a strong, diverse economy and make efforts to attract and retain highly skilled and educated workers. Forces of disinvestment and decline should be countered with a variety of redevelopment and reinvestment activities wherever needed to maintain the vitality of the community.

The Regional Center should continue as the focus of the larger scale cultural events and venues, however we should support a variety of cultural activities within all parts of the city. We should respect historic structures and neighborhoods as the physical embodiment of our historical and cultural identity.

As the center of an increasingly regional metropolitan area, Indianapolis should be a leader in planning-related cooperation and communication.

appendix three:

RESOURCES

Indiana General Assembly. *Annotated Indiana Code, Title 36, Local Government, 36-7-1 to 36-8*. West Publishing Company, Saint Paul, Minnesota.

The City Plan Commission, City of Indianapolis, Indiana. *Preliminary Master Plan for the City of Indianapolis*. 27 January 1944.

Metropolitan Planning Department of Marion County, Indiana. *The Comprehensive General Land Use Plan*. 12 May 1965.

Metropolitan Planning Department of Marion County Indiana. *The Comprehensive General Land Use Plan*. November 1969.

Division of Planning and Zoning, Department of Metropolitan Development, City of Indianapolis/Marion County. *The Comprehensive Plan for Marion County, Indiana*. 16 November 1977.

Division of Planning and Zoning, Department of Metropolitan Development, City of Indianapolis/Marion County. *The Comprehensive Plan for Marion County, Indiana*. 7 March 1984.

Division of Planning, Department of Metropolitan Development, City of Indianapolis-Marion County, Indiana. *The Comprehensive Plan*. 2
October 1991-17 February 1993.

Division of Planning, Department of Metropolitan Development, City of Indianapolis. *The Official Thoroughfare Plan for Marion County, Indiana*. 7 July 1999.

Division of Planning, Department of Metropolitan Development, City of Indianapolis. *Indianapolis Regional Center Plan 1990-2010*. 21 August 1991.

Division of Planning, Department of Metropolitan Development, City of Indianapolis. *The Report of the Growth Advisory Committee*. February 2000.

Division of Planning, Department of Metropolitan Development, City of Indianapolis. *Facilities and Services Needs Assessments: Compilation by Township*. 1998-2000.

Division of Planning, Department of Metropolitan Development, City of Indianapolis. *Indianapolis Development Assets*. 30 October 1999.

Department of Parks and Recreation, City of Indianapolis. *Pathways to the Future: Indianapolis-Marion County Park, Recreation and Open Space Plan*. June 2000.

Department of Metropolitan Development, City of Indianapolis. *A Growth Policy for Indianapolis*. 17 September 1980.

Development Strategies and HNTB. *Projections of Population and Employment to 2025*. Indianapolis, Indiana. 25 January 2001.

The Polis Center. *Summary of Results Survey of Marion County Residents and Businesses on Public Facility Needs*. Indianapolis, Indiana. 2 July 1999.

Ball State University. *The Economic Development Reader*. Muncie, Indiana. 2000.

Technology Partnership Practice, Battelle Memorial Institute. *Nurturing Central Indiana's Pillar Industries for 21st Century Midwestern Pre-eminence*. December 2000.

Atkinson, Robert D. and Paul D. Gottlieb. *The Metropolitan New Economy Index*. Progressive Policy Institute, Washington D. C., April 2001.

Moore, Jesse. *Economic Development Vision 2010*. Indiana Chamber of Commerce, Indianapolis, Indiana.

Indianapolis Chamber of Commerce. *Business Agenda: Strategies for a Successful Community 2000-2003*. Indianapolis, Indiana.

Builder's Association of Greater Indianapolis. *Government Affairs Policies*. 21 October 1999. Retrieved on 26 April 2001 from <http://www.bagi.com/smartgrowth/sgrowth.html>.

Metropolitan Association of Greater Indianapolis Communities. *MAGIC Final Report*. October 1999. Retrieved on 26 April 2001 from <http://www.indychamber.com>.

Crowe, Chizek and Company, LLP and McHale, Cook and Welch P. C. *Coalition on Monitoring Public Efficiency and Tax Expenditures Project: Executive Summary*. August 1999.

Arthur Anderson LLP and the Indiana University, Global Business Information Network. *Executive Summary: A Central Indiana Report Card*.

Center for Urban Policy and the Environment, School of Public and Environmental Affairs, Indiana University. *Building the Economic Future*.

Davidson, Lawrence S., et. al. *Metropolitan Export Performance*. 1 July 1998.

Michiana Area Council of Governments. *Smart Growth Initiatives Handbook: A Guide for the Efficient Management of Growth*. South Bend, Indiana, 2000.

Barrett, Katherine and Richard Green. "Grading the States: A Management Report Card", *Governing* (February 2001): 20-108.

Trustees of Indiana University. *Foundations for Innovation: Information Technology at Indiana University*. Indiana University, Bloomington, Indiana. 2000.

Indiana University Information Technology Committee. *Architecture for the 21st Century: Information Technology Strategic Plan*. Indiana University, Bloomington, Indiana. May 1998.

Collaborative Economics. *1999 Central Indiana Regional Technology Metrics: Measuring Progress Toward Technology Goals*. Palo Alto, California. 1998.

Central Indiana Regional Citizens' League. *Central Indiana Transportation and Land Use Vision Plan: Final Recommendations*. Indianapolis, Indiana. January 2000.

The Corradino Group. *Regional Mass Transit Service Plan for Central Indiana*. December 1999.

Cambridge Systematics, Inc. et. al. *Indianapolis Intermodal Freight System Plan: Final Report*. May 1998.

Indianapolis International Airport. *Noise Compatibility Plan: Neighborhood Compatibility Programs*. Indianapolis, Indiana.

R. L. Banks and Associates, Inc. et. al. *City of Indianapolis Comprehensive Rail Study*. Washington D. C. 15 December 1995.

Smith, Adam. *The Wealth of Nations*. Alfred A. Knopf, Inc. New York, New York, Copyright 1991.

appendix four: **MEETING MINUTES**

MEETING ONE

January 29, 2001

Committee Members present:

Abbe Hohmann
Julia Dunkman
Anne Kilponen
Bruce Hostetler
John Peebles

Mike Graham
David J. Baird
Kevin Strunk
Philip Roth
Ellen Beaton
David Baird
Dennis Southerland

Eileen Laughlin
Stephanie Quick
Joe Calderon
Norman Pace

Others present:
None.

Staff present:
Bill Peebles
Keith Holdsworth
Alice Gatewood

Presentations:

Code of Conduct – Bill Peebles
Comprehensive plan and planning process – Bill Peebles
Value statements – Bill Peebles
Economic Base Study – Philip Roth
Town Hall meeting results – Bill Peebles

Discussions:

The Committee will use a strategic planning process to provide recommendations on policy issues.

The discussion concerning the projected migration out of Indianapolis formed around the reason for that out-migration. The Economic Base Study did not detail the reasons for the out-migration, but projected based upon established trends.

The committee attempted to define economic development. Historically, economic development has been define as job creation; however the committee did not consider that an adequate definition for their purposes, since it took existing jobs/employers for granted, and it was possible to create a jobs but not positively affect the standard of living. One suggestion was wealth creation.

The committee indicated that the Indianapolis economy lacks a level of job training for "mid-level" jobs, jobs which require more than a high school diploma, but do not require the advanced training of an apprenticeship or college-degree, An example cited was Project HOPE in Detroit.

The committee was interested in discovering why business/industry is attracted to Indianapolis and what deficiencies exist that are impediments to attracting business to Indianapolis.

Requests for information:

Nameplates should be made to aid in identification of the members at the meetings

A comprehensive list of Issue Committees and their membership for each committee member.

What communities closely resemble the general aspects of Indianapolis, and what can be applied from those communities to the Indianapolis economy to enhance our competitiveness?

What is IUPUI doing to enhance/create a high-tech environment in Indianapolis?

Decisions:

Meeting schedule will comply with schedule suggested by the staff. Location will continue to be at the Burrello Center in Garfield Park from 1:00 to 3:00.

The next meeting will follow a more structured format with the identification of the strengths, weaknesses, opportunities and threats and the formation of an economic development vision for the Comprehensive Plan.

Assignments:

Bill Peeples will compile requested information prior to next meeting.

MEETING TWO

February 12, 2001

Committee Members present:

Abbe Hohmann
Alan Retherford
Julia Dunkman
Stephanie Quick

Kevin Strunk
Tom Bruns
Eileen Laughlin
Michael Tockey
Dorothy Jones
Robert Hyta

Anne Kilponen
John Peebles
Bob Frye
Norman Pace

Others present:
None.

Staff present:
Bill Peebles
Alice Gatewood

Presentations:

Abbe Hohmann opened with the purposes of the meeting, which were to define issues applicable to land use, examine strengths and weaknesses, and think countywide when generating goals.

Bill Peebles summarized the results of the prior meeting, presented the ideals from the Town Hall Meetings, and provided issue excerpts concerning economic development from the Economic Base Study, the report of the Growth Advisory Committee, a variety of newspaper articles, and the issues identified at the last meeting.

Discussions:

The absence of a large labor pool for employers to draw from (high-tech employers) is one of the drawbacks of the low employment rate Indianapolis currently has.

The lower paying jobs appear to be concentrating in Marion County, since our income per job is significantly lower than the national and state averages; however, this could also reflect a large number of entertainment and restaurant jobs in Marion County, which are typically low income jobs.

Urban growth boundaries create a division outside of which development is more difficult. The difficulty in using urban growth boundaries in Marion County is that the urbanized area is very near the political boundaries, so the effect, for most commerce and industry, would be to displace out of Indianapolis, increasing the rate of flight.

Population will likely decrease in Marion County by the year 2025 by approximately 110,000 persons; however, the utilization of land is predicted to increase. There are likely a number of reasons for this including reduced household size and flight from the center city.

Requests for information:

An analysis of the Marion County sewer fees as compared to the surrounding municipalities.

Central State aerial and acreage summary.

Boundaries of the Airport and IUPUI, and the current zoning and Comprehensive Plan categories for each location.

Sewer service map for the City.

Proposal for a survey of immigrants to determine the strengths and weaknesses of the City as a place to live and work.

Decisions:

Identified the strengths, weakness, opportunities and threats for the city as they relate to economic development.

Assignments:

Proposed location of a midtown ring district of some sort:

What distance out from the Downtown area?

How big?

Etc.

Bill will polish the notes from the meeting and present them in a form for further discussion and the formulation of goals at the next meeting.

MEETING THREE

March 12, 2001

Committee Members present:

Abbe Hohmann
Julia Dunkman
Stephanie Quick
Kevin Strunk
Tom Bruns

Ellen Beaton
Eileen Laughlin
Bob Frye
Dorothy Jones
Robert Hyta
Eric Woerner
Dennis Southerland

Joe Caldron
Mike Graham
Jeb Conrad
Kathy Rietmann
Norman Pace

Others Present:
None.

Staff present:
Bill Peeples
Keith Holdsworth

Presentations:

Jeb Conrad provided a brief presentation concerning the activities of the Indianapolis Regional Economic Development Partnership (IREDP). Mr. Conrad indicated that the City of Indianapolis is competing with 50 other metropolitan areas for business and industry, so there was a requirement to coordinate economic development activities under a regional umbrella. The IREDP, therefore, was formed to provide a “one-stop shop” for economic development interests. The focus of the IREDP is predominately industrial (high-tech and biotech advanced manufacturing) and office; however, retail can be accommodated if part of a mixed-use development. The most frequent areas of concern are the quality of the workforce and the ability to locate large industrial parcels within Marion County.

Tom Bruns provided a short presentation on the service areas of the Indianapolis Water Company and discussed the water main map, which was provided to each member present.

Discussions:

Redevelopment and brownfields should be somehow included in the economic development aspects of the Comprehensive Plan. While an effort is underway to identify and list brownfields, there is some resistance to such an action, since there is a perception that being included on such a list would stigmatize property.

Inventorying city-owned property may be a possible recommendation from the Committee; however, such an inventory may be difficult and may not be productive since much of the property acquired by the city, except for parks, are remnant parcels from right-of-way acquisition and properties that have marketability problems, due to tax and perceived environmental liabilities.

One area of possible improvement in the administration a Comprehensive Plan is common zoning language amongst the different jurisdictions in the region. This common language should not be perceived as regional government or a lack of local control.

There are several problems associated with economic development in Marion County. First and foremost is the excessive number of taxing districts in the County. For example, one taxing jurisdiction may tax at 12 percent, while another taxing district may tax at 7 percent within the county. This discrepancy represents significant fiscal issues for business and represents significant barriers to redevelopment, since most of the higher taxing districts are located in the older and

more developed areas of the City. Additionally, tax abatements and tax increment financing, as currently enacted under Indiana's taxing system, promote development in greenfields and discourage redevelopment, since tax relief is based on the incremental increase in assessed value, and the increment is significantly less in developed areas when compared to undeveloped areas.

The benefits of secondary zoning districts, specifically the Regional Center Zoning Ordinance, were discussed. The extension of the Regional Center overlay district permitted a significant contribution to the redevelopment in the Near North Fall Creek area. The identification of possible redevelopment areas on the Comprehensive Plan may help promote redevelopment efforts, if the Plan has specific policy standards on those redevelopment areas.

Industrial users have, generally, certain priorities when looking for a location. First, the site is a key piece of the equation. Other factors may be the tax rates of the area, the operating costs associated with the location, access to fiber optics and ability to receive special infrastructure needs. Additionally, many surrounding municipalities promote the use of regional industrial parks, while Indianapolis tends to promote more piecemeal industrial development.

Requests for information:

A map of areas within Marion County which may be suitable for industrial and commercial redevelopment.

A map of the location of vacant big-box retail buildings.

The location of regional industrial parks in the nine county region.

Decisions:

None.

Assignments:

An analysis of the Marion County sewer fees as compared to the surrounding jurisdictions.

Central State aerial and acreage summary.

Boundaries of the Airport and IUPUI, and the current zoning and Comprehensive Plan categories for each location.

Proposal for a survey of immigrants to determine the strengths and weaknesses of the City as a place to live and work.

MEETING FOUR

April 2, 2001

Committee Members present:

Abbe Hohmann
Harry Frenchak
Julia Dunkman
Tom Bruns

Bob Frye
Alan Retherford
David J. Baird
Anne Kilponen
Norman Pace
Mike Graham

Kathy Rietmann

Others Present:

Vi Walton

Staff present:

Bill Peebles
Alice Gatewood

Presentations:

Presentation concerning the possible goals, recommendations, and standards that have been negotiated to date.

Discussions:

The first goal, which relates to the Indianapolis International Airport, was discussed at some length. Initially, some of the members believed that the goal was more specific than necessary, and that it should relate to general transportation needs. Additionally, there was concern expressed that the expansion of the airport was not an issue that could be encouraged through the Comprehensive Plan. There was a desire to designate an area around the airport for mixed-use commercial and industrial development and there was some discussion concerning the review and consolidation of sub-area plans around the airport.

There was a suggestion that aspects of land use associated with the extension of Interstate 69 should be addressed in the Plan. Additionally, since land near interstate interchanges is not appropriate for residential development, large, undeveloped parcels of property near interstate interchanges should be reserved for commercial and industrial development.

There was a brief demonstration by a visitor to the committee, concerning the state of Madison Avenue.

A member then spoke about the ability of the staff to make an informed recommendation to the Board's of Zoning Appeals and the Metropolitan Development Commission, since the current Plan was inflexible. Staff should be able to recommend a temporary variance and the text of the Plan should be expanded to provide for flexibility.

The second goal, it was determined, was not applicable to the economic development committee and was deleted.

There was discussion concerning the need for retail development throughout the City, such as the reuse of historically commercial areas in the center city and the need for neighborhood commercial nodes within residential areas. Additionally, retail development, since it tends to follow residential development, needs to be consistent with the existing residential development and be required to

provide pedestrian access and greenspaces. There was also discussion for the creation of “grayfields”, vacant big-box retail sites, which pose a redevelopment problem.

Land use categories need to be expanded to provide for flexibility in planned developments. The Plan needs to create and retain village centers.

Requests for information:

A map of areas within Marion County which may be suitable for industrial and commercial redevelopment.

A map of the location of vacant big-box retail buildings.

The location of regional industrial parks in the nine county region.

Decisions:

None.

Assignments:

An analysis of the Marion County sewer fees as compared to the surrounding jurisdictions.

Central State aerial and acreage summary.

Boundaries of the Airport and IUPUI, and the current zoning and Comprehensive Plan categories for each location.

Proposal for a survey of immigrants to determine the strengths and weaknesses of the City as a place to live and work.

MEETING FIVE

April 23, 2001

Committee Members present:

Dorothy Jones
Ellen Beaton
Julia Dunkman
Tom Bruns
Bob Frye

Stephanie Quick
Liz Gibson
Kevin Strunk
Alan Retherford
David J. Baird
Anne Kilponen
Norman Pace

Mike Graham
Eileen Laughlin
Phillip Roth
Kathy Rietmann

Others Present:
None.

Staff present:
Bill Peebles
Keith Holdsworth
Alice Gatewood

Presentations:

Brief presentation on the Steering Committee meeting.

Discussions:

In this meeting, the committee was divided into subcommittees and the subcommittees were then reviewed the goals, recommendations and standards that have been discussed in previous meeting. The subcommittees reviewed several handouts contained in the agenda packet and then discussed possible changes, deletions and additions to the goals, recommendations and standards.

Requests for information:

A map of areas within Marion County which may be suitable for industrial and commercial redevelopment.

A map of the location of vacant big-box retail buildings.

The location of regional industrial parks in the nine county region.

Decisions:

None.

Assignments:

An analysis of the Marion County sewer fees as compared to the surrounding jurisdictions.

Central State aerial and acreage summary.

Boundaries of the Airport and IUPUI, and the current zoning and Comprehensive Plan categories for each location.

Proposal for a survey of immigrants to determine the strengths and weaknesses of the City as a place to live and work.

MEETING SIX

May 7, 2001

Committee Members present:

Abbe Hohmann
Dorothy Jones
Ellen Beaton
Julia Dunkman

Tom Bruns
Stephanie Quick
Jeb Conrad
Alan Retherford
Anne Kilponen
Mike Graham

Kathy Rietmann

Others Present:
None

Staff present:

Bill Peeples
Keith Holdsworth

Presentations:

Bill Peeples provided a summary of various economic development studies. Some of the information may be incorporated into the final report, with the approval of the committee

Discussions:

The committee convened as a whole to discuss the results of the subcommittee process from the previous meeting. There were issues such as workforce development and transportation that the committee was unsure of how to incorporate into a Comprehensive Plan. Additionally, there is a need to discuss quality of life and cost of living issues.

The Interstate 69 extension was briefly discussed. Due to the uncertainty of the extension, it might not be prudent to include goals in the final report for the extension of Interstate 69. The extension, however, is vital to access issues involving southwestern Indiana and Mexico.

In the transportation realm, there was some discussion concerning a light rail recommendation and encouraging non-stop flights from Indianapolis International to domestic and overseas markets. The problem is that the Airport Authority does not believe that a market exists for such flights.

Requests for information:

A map of areas within Marion County which may be suitable for industrial and commercial redevelopment.

A map of the location of vacant big-box retail buildings.

The location of regional industrial parks in the nine county region.

Decisions:

None.

Assignments:

An analysis of the Marion County sewer fees as compared to the surrounding jurisdictions.

Boundaries of the Airport and IUPUI, and the current zoning and Comprehensive Plan categories for each location.

MEETING SEVEN

May 21, 2001

Committee Members present:

Abbe Hohmann
Ellen Beaton
Julia Dunkman

Kevin Strunk
Stephanie Quick
Bob Frye
Norman Pace
Eileen Laughlin

Alan Retherford
Anne Kilponen
Mike Graham
Kathy Rietmann

Others Present:

None

Staff present:

Bill Peebles

Presentations:

None.

Discussions:

Meeting began at 1:08, and the agenda was summarized. A copy of the first draft of the Committee Report and a return envelope was handed out to each member. The committee members were requested to review the text of the report, make any changes, and return the report in the envelope by June 4, 2001.

The discussions then turned to the goals, recommendations and standards. First, the committee reviewed the five goals and made some suggestions for changes. The compatibility goal caused the most discussion, with the committee discussing what the original intent of the goal was. A portion of the committee thought the this goal was primarily provided for retail development near residential areas; however, a number of the committee members believed that the goal should primarily ensure that retail development is constructed in a manner that is compatible with existing residential development.

Discussion then turned to the recommendations and standards. The recommendations that were discussed pertained to the extension of Interstate 69 to the southwest. Some committee members felt that it was inappropriate for the Comprehensive Plan to make a recommendation on this controversial topic. While a need may exist, placing Indianapolis in a position to promote one roadway option over another could create friction between Indianapolis and Terra Haute or Bloomington. The recommendations on this topic, therefore, should be more broadly stated.

There were some recommendations and standards that were not associated with appropriate goals, and these recommendations and standards were moved. Additionally, the use of the term "flexibility" in the Comprehensive Plan, produces anxiety in neighborhood organizations. A suggestion was to delete references to flexibility and substitute "guidance".

Requests for information:

A map of areas within Marion County which may be suitable for industrial and commercial redevelopment.

A map of the location of vacant big-box retail buildings.

The location of regional industrial parks in the nine county region.

Decisions:

None.

Assignments:

An analysis of the Marion County sewer fees as compared to the surrounding jurisdictions.

Boundaries of the Airport and IUPUI, and the current zoning and Comprehensive Plan categories for each location.

MEETING EIGHT

June 18, 2001

Committee Members present:

Abbe Hohmann
Julia Dunkman
Stephanie Quick

Bob Frye
Norman Pace
Alan Retherford
Todd Cook (for Jeb
Conrad)

David Baird
Dorothy Jones

Staff present:

Keith Holdsworth
Alice Gatewood
Michael Rogers

Discussions:

Meeting began at 1:08, and the minutes were accepted as information. The committee then proceeded to review the second draft of the report sent to them by mail. The chairperson suggested that they examine the 4th and 5th issues and then review the earlier portions of the document and fill in responsible parties.

The discussions then turned to the goals of the 4th issue of compatibility. The committee reviewed the first goal and decided it should be restated in an effort to make its purpose more clear. Suggestions were given and noted by staff. The committee then turned its attention towards the recommendation and comments and suggested that sidewalks be included as a comment to the commercial zoning recommendation. The committee also made suggestions for standards when developing a land use map. They requested a clearer definition of buffer zones and protected land uses.

The committee then addressed the infrastructure issue. The goal for this issue was also reworded for greater clarity. It was stated that the recommendations concerning encouraging new enterprises be clarified and possibly bulleted. The committee suggested that this recommendation should be accompanied by comments providing greater direction. A change in the order of standards was suggested. It was also suggested that benchmark cities be given.

The committee concluded by reviewing previous issues and making suggestions for possible responsible parties. The committee decided this would be the final meeting.

Decisions:

To accept current draft with recommended changes

Assignments:

Final draft be created for committee members

appendix five:

GLOSSARY OF PLANNING RELATED TERMS AND ACRONYMS

Many sources of information have been used to prepare this glossary. Included are the *Indianapolis Star* newspaper, the *Indianapolis Business Journal*, the *Unigov Handbook*, prepared by the League of Women Voters; *The Encyclopedia of Indianapolis*, prepared by The Polis Center at IUPUI; the *Dictionary of Banking Terms*, prepared by Barron's Business Guides, the *Rainbow Book*, prepared by the Information and Referral Network, Inc.; *Principles and Practices of Urban Planning*, prepared by the Institute for Training in Municipal Administration; and many documents prepared by the staff of the Department of Metropolitan Development and other agencies listed below. Also the helpful staff members of the Department of Metropolitan Development have contributed a great deal to the information provided here.

Affordable Housing: A housing unit (owned or rented) that costs the occupants less than 30% of the occupants income. Numbers vary based on family size.

Benchmark: A point of reference from which measurements are made.

Best Management Practices (BMP): Those conservation measures and/or land management techniques deemed most effective in preventing pollution by runoff or seepage from a given field or land area into watercourses.

Brownfield: Abandoned, idled, or under utilized industrial and commercial facilities where expansion or redevelopment is complicated by real or perceived environmental contamination.

Building Codes: Local government regulations that prescribe minimum standards for the construction and maintenance of buildings.

Building Permit: A permit issued by the Division of Permits of the Department of Metropolitan Development. Various types of building permits authorize structural, electrical, heating and cooling, plumbing, or wrecking work. For more information contact the Division of Permits at 327-8700.

Capital Improvement Board (CIB): A board that is empowered to finance and manage public capital improvements in Marion County. Examples are the Convention Center and RCA Dome, Victory Field,

Market Square Arena, and the new Consecro Fieldhouse. For more information call 262-3410.

Central Business District (CBD): A term generally used to describe the heart of an urban area such as downtown Indianapolis.

Central Indiana Regional Citizens League (CIRCL): A general citizen-based organization that provides the means for citizens to have input into the decisions affecting quality of life issues in central Indiana. Even though the group has only been in operation for a year, CIRCL already has a membership of 330 groups and individuals. For more information call 921-1282.

Churn: The constant churning of job creation and destruction, as less innovative and efficient companies downsize or go out of business and more innovative and efficient companies grow and take their place.

Combined Sewer Overflow (CSO): An overflow of the combined sanitary and storm sewers, usually during periods of heavy rain.

Community Development Block Grant (CDBG): As an entitlement city, Indianapolis annually receives HUD-sponsored CDBG moneys. Eligible programs and projects include a wide range of community and economic development activities aimed at revitalizing decayed urban areas and benefiting low- and moderate-income persons. Indianapolis receives approximately \$11million in CDBG funds each year. The grants management team of the Division of Community Development and Financial

Services administers these funds for the City. For more information call 327-5151.

Community Development Corporation (CDC): A nonprofit organization usually established by concerns citizens who reside in a decaying or blighted neighborhood. The purpose of the organization is to engage in development activities; such as home owner repair, home rehabilitation, new home construction, and commercial revitalization projects. For more information regarding Indianapolis CDCs contact INHP at 925-1400.

Community Development Credit Union (CDCU): CDCUs are federally regulated financial cooperatives owned and operated by lower income persons to serve the credit and financial services needs of their members. The members often have limited access to other financial institutions.

Community Development Financial Institution (CDFI): CDFIs link conventional financial services to persons of lower income to fill credit, investment and savings gaps; act as partners to other private and public financial sources, and advocate more private sector investment in distressed economies.

Community Enhancement Fund (CEF): A fund established by the City of Indianapolis order to aid community based organizations(CBOs) in thier efforts to improve Indianapolis' neighborhoods. For more information contact a Township Administrator at the Department of Metropolitan Development (317) 327-3160.

Comprehensive Plan Segment (CPS): A segment of the Comprehensive Plan for Marion County. Comprehensive plan segments become a part of City policy when adopted by the Metropolitan Development Commission. Adopted Comprehensive plan segments have CPS numbers assigned to them. Examples of comprehensive plan segments are neighborhood plans, township plans, corridor plans, park master plans, and the Official Thoroughfare Plan.

Critical Area: An area which exhibits and unusual character, important location, or significant infrastructures need that warrants a high degree of scrutiny. Critical area recommendations address significant land use issues that require more detailed information than can be shown on the Comprehensive Plan Map.

Department of Metropolitan Development (DMD): A City department that plans and implements projects and services focused on public safety, jobs and economic development, affordable housing, and

the empowerment of neighborhoods through citizen participation. For more information call 327-3698.

Development Plan: A planned development unit characterized by creative planning, variety in physical development, imaginative uses of open spaces. Predominantly residential in nature, but may include supportive commercial, or industrial development.

Division of Community Development and Financial Services (CDFS): A division of the Department of Metropolitan Development with responsibility for seeking federal grants and other funds and monitoring their use in community development efforts. Also CDFS is responsible for the City's participation in certain human service programs and for supporting the Department's budgetary and financial needs. For more information call 327-5151.

Division of Neighborhood Services: A division of the Department of Metropolitan Development that includes Township Administrators. For the Township Administrators call 327-5039.

Division of Permits: A division of the Department of Metropolitan Development that is responsible for assuring that construction activity in the city complies with state and municipal building standards. For more information contact the Division of Permits at 327-8700.

Division of Planning (DOP): A division of the Department of Metropolitan Development that analyzes community conditions, makes projections, recommends plans for private and public projects. The division also includes the Current Planning section. For more information call 327-5151. For more information regarding Current Planning call 327-5155.

Economic Development Administration (EDA): The original purpose of this federal agency was to deal with the problems of long-term unemployment and underemployment in rural areas. The role of EDA has subsequently been expanded to include economic development assistance to cities and urban areas as well as rural areas. A local government may apply for aid under the public works, technical assistance, and planning programs, and encourage private business to apply for aid through EDA's business development program.

Enterprise Communities: The Revenue Reconciliation Act of 1993 authorized certain tax incentives to businesses located within designated distressed areas in order to stimulate economic activity and to encourage the hiring of individuals who reside within these areas. There are 95 "lower tier" enterprise

communities in the United States which came about as a part of the 1993 legislation which created enterprise zones consisting of up to nine empowerment zones. Nationally, the program for urban areas is administered by the US Department of Housing and Urban Development. Indianapolis was recently awarded enterprise community designation for an area located within several central city neighborhoods including all or portions of Highland-Brookside, Martindale-Brightwood, Citizens, Near North, Mapleton-Fall Creek, United North East, and UNWA. For more information about Indianapolis' Enterprise Community, contact Amy Arnold at 327-7876 or Jennie Fults at 327-5110.

Excluded Cities and Towns: The three cities of Beech Grove, Lawrence, and Southport and the town of Speedway that were not annexed into the Consolidated City of Indianapolis.

Federal Highway Administration (FHWA): A federal agency with responsibility for highway planning and construction in the United States. The FHWA acts as a non-voting member of the IRTC and provides guidance on the interpretation and implementation of federal transportation planning regulations.

Gazelle Companies: New, rapidly growing firms. The degree to which a metropolitan areas economy is composed of these companies is indicative of the degree to which the economy is dynamic and adaptive.

Geographic Information System (GIS): A means of producing, analyzing, and storing computerized maps. See **Indianapolis Mapping and Geographic Infrastructure System** below.

Goal: The end toward which planning and development efforts are directed. Goals are broad based in nature, but they are more refined than values.

Greater Indianapolis Progress Committee (GIPC): Non-partisan organization of business, civic, religious, and educational leaders which advises the mayor on community concerns. For more information call 327-3860.

High Occupancy Vehicle (HOV): An automobile containing two or more passengers or any form of public or mass transit.

Indiana Association for Community Economic Development (IACED): A statewide nonprofit association for organizations who rebuild distressed communities. Activities include housing rehabilitation and construction; employment generation; real

estate, industrial, and small business development; and social services.

Founded in 1986, IACED promotes and supports its members efforts through training, technical assistance, and public policy advocacy. For more information contact IACED at 464-2044.

Indiana Economic Development Council: Indiana Economic Development Council is a non profit organization created in 1985 by the Indiana General Assembly to function as a think tank and consultant for the State of Indiana on economic development issues. For more information contact IEDC at 631-0871.

Indianapolis Airport Authority (IAA): A body formed to administer and develop an air transportation system for Marion County and central Indiana. For more information call the IAA at 487-9594.

Indianapolis Coalition of Neighborhood Development (ICND): An association of Indianapolis community development corporations (CDCs) which facilitates the comprehensive redevelopment of Indianapolis center city neighborhoods by promoting communication, collaboration and cooperation among CDCs. ICND, through its 16 members, links CDCs with one another, with their institutional partners, and with the residents of Indianapolis neighborhoods to build economic opportunities and a strong community for all. For more information contact Bill Taft at 634-5079.

Indianapolis Downtown Incorporated (IDI): An agency created with the mission to address , in partnership with the public and private sectors, critical issues that affect the growth, well-being and user-friendliness of downtown Indianapolis. For more information contact IDI at 237-2222.

Indianapolis Regional Economic Development Partnership (IRDP): A non-profit business development organization that assists in retention and expansion of existing companies as well as attraction of businesses to Indianapolis. Services include facility and site-search assistance, demographic and market data, and identification of federal, state, and local economic development financing options, training and assistance programs, and tax or other incentives. For more information call IRDP at 236-6262.

Indianapolis Mapping and Geographic Infrastructure System (IMAGIS): The computerized map of Marion County that, when complete, will include information on soils, topography, zoning, utilities, and tax assessment for all parcels.

Indianapolis Neighborhood Resource Center (INRC): Works to strengthen the capacity of neighborhood-based organizations to effect positive change in their communities through training, support, and technical assistance. For more information contact INRC at 920-0330.

Indianapolis Private Industry Council (IPIC): A business-led organization serving as advisor, advocate, and agenda-setter for workforce development in Marion County, with interest in maintaining and increasing the economic vitality of the region. IPIC focuses on the increasing challenges confronting local employers; reflects the City of Indianapolis' pro-business, anti-red tape philosophy; seeks to creatively and effectively link job seekers with employers; has more than thirty public, private, and philanthropic funding sources for planning, administration, and oversight of specific workforce development programs; and serves as a broker of workforce resources to area service providers. For more information contact the IPIC at 639-4441.

Indianapolis Regional Transportation and Development Study (IRTADS): This report prepared in the late 1960s was a cooperative study in which local, state, and federal agencies pooled their financial resources and planning efforts to produce a coordinated and comprehensive plan. This plan had the purpose of considering all modes of urban transportation and directly relating the planning of transportation facilities to the planning of land use. IRTADS was designed to provide needed facts to guide the officials of the various governmental agencies in the investment of public funds in public work projects and to suggest priorities for needed transportation improvements.

Indianapolis Regional Transportation Council (IRTC): A cooperative group composed of all the planning jurisdictions within the metropolitan planning area which recommends to the MPO: 1.) policies for the conduct of the transportation planning program; 2.) transportation projects involving the federal-aid Surface Transportation Program, and 3.) mechanisms for the discussion and resolution of local transportation issues.

Indianapolis Regional Transportation Improvement Program (IRTIP): Presents transportation improvements proposed by government and transportation agencies in the Indianapolis Metropolitan Planning Area for a three year period. The current IRTIP covers 1998 through the year 2000. For more information contact Mike Dearing at 327-5139.

Indianapolis Urbanized Area (IUA): Census tracts in central Indiana that were identified as a part of the 1990 as making up urbanized area of Indianapolis. This area is smaller than the MPA. See map on page 2.

Industrial Revenue Bond (IRB): Private companies may use industrial revenue bonds for fixed-asset financing. Because these bonds are tax exempt and offered at a lower rate of interest, they offer savings to the company financing the project.

IndyGo: Provides mass transit service to the Marion County area over fixed routes and uses scheduled times of arrival and departure. For more information call 635-2100.

Infrastructure: The underlying foundation or basic framework of a city, including streets, parks, bridges, sewers, street lights, and other utilities.

Intermodal Surface Transportation Efficiency Act (ISTEA): A federal program that governs all transportation planning and programming and rules that it "must be conducted cooperatively and in such a way as to provide for continuous and substantive public participation."

Land Bank: A pool of acquired and assembled land in urban areas packaged into sites suitable for redevelopment.

Landmark: An individual, physical element that serves as a reference point in locating a node or district. The Soldiers and Sailors Monument is a good example of a landmark.

Light Industrial: A land use plan category recommending industries that conduct their entire operations within completely enclosed buildings and do not have objectionable characteristics that extend beyond their property lines. Some examples are jewelry manufacturing and engraving, warehousing, construction companies, upholstery, paper box and paper products manufacturing from finished paper, and manufacturing of optical goods.

Local Initiatives Support Corporation (LISC): The Ford Foundation's subsidiary organization, Local Initiatives Support Corporation, solicits corporate funding to support local non-profit neighborhood redevelopment programs, housing services, economic development, and technical assistance. For more information call LISC at 630-3113.

Marion County Alliance of Neighborhood Associations (MCANA): A voluntary organization of neighborhood associations in Marion County created

to deal with common issues. For more information call Cathy Burton (317) 862-3014.

Memorandum of Understanding: A written agreement that clarifies the enforcement roles and responsibilities of each agency in areas of shared authority.

Metropolitan Area: The concept of a metropolitan area (MA) is one of a large population nucleus, together with adjacent communities that have a high degree of economic and social integration with that nucleus. Some MA's are defined around two or more nuclei. The MA classification is a statistical standard, developed for use by Federal agencies in the production, analysis, and publication of data on MA's. The MA's are designated and defined by the Federal Office of Management and Budget, following a set of official published standards.

Metropolitan Association of Greater Indianapolis Communities (MAGIC): A regional organization involving individuals within central Indiana to address issues affecting the business climate. For more information contact Lee Lewellen at 464-2243.

Metropolitan Development Commission (MDC): The policy-making body of the Department of Metropolitan Development. It has nine appointed members who serve a one-year term. For more information call 327-3698.

Metropolitan Planning Area (MPA): The portion of central Indiana that is expected to be urbanized in the next twenty years. It is the area studied by the MPO and includes all of Marion County and portions of the surrounding counties including the cities of Beech Grove, Indianapolis, Lawrence, Southport, and the town of Speedway. The boundary also includes portions of Hamilton, Boone, Hendricks, Johnson, and Hancock counties, including the municipalities of Fishers, Westfield, Whiteland, New Whiteland, and the cities of Carmel, Zionsville, Brownsburg, Plainfield, and Greenwood. This area is larger than the IUA. See map on page 2.

Metropolitan Planning Organization (MPO): The Metropolitan Development Commission is the designated MPO for the Indianapolis Metropolitan Planning Area. The MPO has the responsibility, together with the state and IPTC, for the continuing, cooperative, and comprehensive transportation planning process required of urbanized areas to qualify for federal transportation funds. For more information contact Mike Peoni at 327-5133.

Metropolitan Statistical Area (MSA): A definition of central Indiana used to report Census information. Counties included in the MSA are Boone, Hamilton,

Hancock, Hendricks, Johnson, Madison, Marion, Morgan, and Shelby. The MSA was formerly called the Standard Metropolitan Statistical Area or SMSA. Madison County has been added to the MSA since the 1990 Census was prepared. The MSA had a 1980 population of 1,166,575 and a 1990 population of 1,249,822. See map on page 2.

Minority Business Enterprise (MBE): A business that is at least fifty-one percent owned by a minority or minorities who also control and operate the business.

Multiple Family Development: Housing units in a structure containing 3 or more housing units.

Neighborhood Shopping Center: A land use plan category recommending a commercial center on one parcel that usually has a grocery store or drugstore as an anchor.

North American Industrial Classification System

(NAICS): Replacing the SIC system, the NAICS is a system of employment classification developed for the purpose of facilitating the collection, tabulation, presentation, and analysis of data relating to employment and for promoting uniformity and comparability in the presentation of statistical data collected by various agencies of the United States Government, state agencies, trade associations, and private research organizations. The NAICS is intended to cover the entire field of economic activities: agriculture, forestry, fishing, hunting and trapping; mining and construction; manufacturing; transportation, communications, electric, gas, and sanitary services; wholesale trade; retail trade; finance, insurance, and real estate; personal, business, professional, repair, recreation, and other services; and public administration.

Not in My Back Yard (NIMBY): Land uses that most people don't want near their homes, such as power plants and junk yards.

Objective: A quantifiable refinement of a goal or means of achieving a goal. Objectives often relate to more than one goal.

Opportunities Industrialization Centers (OIC): An agency that provides a wide range of services including adult education, child care, vocational training, job search and placement services, and other services that directly impact upon the ability of the poor, unemployed, and disadvantaged to prepare for and secure viable jobs. Also OIC is involved in an economic development project, Genesis Plaza, in the Martindale-Brightwood neighborhood of Indianapolis. Technical assistance and community needs assessments are offered to communities by OIC staff. The Indiana OIC State

Council, incorporated in 1978, is a part of OIC America, Inc. For more information contact OIC at 924-9440.

Polis Center, The: A research center of Indiana University-Purdue University, Indianapolis. Polis deals with issues in religion, education, race relations, social values, social services, information technologies, economic development, and other areas.

Program: A proposal with an end product that is not physical in nature but is a plan for dealing with an issue. Programs are direct outgrowths of objectives.

Project: A proposal with an end product that is physical in nature. As with programs, projects are direct outgrowths of objectives.

Quality of Life: The attributes or amenities that combine to make an area a good place to live. Examples include the availability of political, educational, and social support systems; good relations among constituent groups; a healthy physical environment; and economic opportunities for both individuals and businesses.

Redevelopment Area: Areas that are designated for redevelopment by the MDC and administered by DMD. Establishing a redevelopment area allows government to accomplish a wide variety of public goals. A variety of tools can be used in the districts to acquire and assemble land (including eminent domain), prepare it for disposition, write-down acquisition costs, make needed area improvements, and assist developers and property owners in improving their property.

Regional Center (RC): A 5.8 square mile area bounded by I-65 and a line extending west from I-65 on the north, I-65 and I-70 on the east, I-70 on the south, and the previously proposed alignment of Harding Street improvements on the west. Plans were prepared for this area in 1970, 1980, and 1990.

Regional Transportation Plan (RTP): This plan guides the development of the area's transportation system for the next 25 years. It is developed through the cooperation of citizens, planners, engineers, and public officials.

Social Assets and Vulnerability Indicators (SAVI): The Community Service Council and The Polis Center have developed a database of information from sources such as the U.S. Census, the Indianapolis Police Department, the Marion County Sheriff's Department, the Family and Social Services Administration, and the Marion County Health Department. Information in this database can be

displayed on a Marion County map. This database includes information about the people that live in Marion and their social condition. For more information contact the Community Service Council at 923-1466 or Polis at 274-2455.

Special Use: A land use plan category recommending a wide variety of special uses including churches, schools, government property, power substations, switching stations, non-profit agencies, nursing homes, hospitals, union halls, and cemeteries.

Tax Abatement: A reduction in taxes granted to a property owner in a locally designated Economic Revitalization Area who makes improvements to real property or installs new manufacturing equipment. Used manufacturing equipment can also qualify as long as such equipment is new to the State of Indiana. Equipment not used in direct production, such as office equipment, does not qualify for abatement. Land does not qualify for abatement.

Tax Exempt Bonds: Bonds issued on the stock market to raise capital for public investments at an interest rate below the market value. Capital gains with these bonds are not taxed by the federal government.

Tax Increment Financing (TIF): A method of raising additional capital within declared districts to pay for needed improvements within those districts. The districts are established by the Metropolitan Development Commission. The base of existing assessed valuation is frozen with the incremental revenues obtained by the taxes on new development in the TIF District then becoming available to fund improvement projects.

Township Administrators: The Department of Metropolitan Development has assigned a Township Administrator to each of the nine townships within Marion County. The Township Administrators provide assistance in establishing new neighborhood organizations, bring community groups together which may benefit from combining forces in addressing common issues, attend community meetings to hear citizen and business concerns first hand and address them with the appropriate government officials, and educate the public on zoning ordinance interpretation and land use issues and how they can participate in the zoning process. Also Township Administrators assist merchants in business expansion or relocation focusing on the economic needs of the community; assist in locating vacant properties and buildings; provide businesses with applicable zoning ordinances, re-zoning, and variance information; provide information about

permitting issues; and assist in the formation of new merchants organizations.
For more information call 327-5039.

Traffic Impact Study (TIS): An analysis of certain new developments to determine the impact on the surrounding transportation system. For more information call Steve Cunningham at 327-5403.

Transportation Monitoring System (TMS): A systematic process for the collection, analysis, summary, and retention of roadway related person and vehicular traffic data, including public transportation on public highways and streets. The goal of TMS is to develop a comprehensive compilation of available transportation and traffic data for the region while satisfying the intent of the regulations outlined in ISTE. ISTE specifies that the TMS shall cover all public roads except those functionally classified as local or rural minor collectors or those that are federally owned. For more information call Sweson Yang at 327-5137.

Transportation System Management (TSM): A study that looked at ways to maximize the efficiency of the existing transportation system by relatively low cost means such as signal improvements and turning lanes. TSM has been replaced by the Congestion Management System.

Underground Storage Tank (UST): A storage tank that is buried under the ground similar to ones used at gasoline service stations. Many have been used to store materials that are considered hazardous. New standards require the removal of older tanks that may leak and pollute the surrounding area.

Uniform Building Code (UBC): National building construction standards first developed in 1927 for the purpose of protecting the health and safety of the building occupants. The UBC was designed to create greater safety to the public by providing uniformity in building laws. Topics covered in the code include fire safety, appropriate use of building materials, size of public spaces, and special hazards. The UBC is the basis for the State's review of certain types of new construction. For more information contact Fire and Building Services at 232-6422.

UNIGOV: Title 36, Article 3 of the State of Indiana Code detailing the combined governments of the City of Indianapolis and Marion County, Indiana. Effective January 1, 1970, UNIGOV legislation permitted the City of Indianapolis to provide most municipal services county wide.

The City Council and the County Council were joined to become the City-County Council. The structure of

the UNIGOV legislation was divided into three branches similar to the federal government: the executive branch consisted of the Mayor and other administrators; the legislative branch consisted of the City-County Council; and the judicial branch consisted of the court system.

Urban Enterprise Association (UEA): A statutory enterprise zone established by the Indiana Legislature in 1990, that is governed by a twelve-member board comprised of the public and private sector. Economic development and employment are the primary goals set forth in its strategic plan. The UEA has assisted in the training and employment of many residents. The UEA has created new jobs by attracting businesses to the zone and helping existing businesses increase employment of zone residents. Both state and local governments have empowered the UEA with tax incentives that facilitate the attraction of new business. For more information call 541-2740.

Value: An ideal, custom, institution, etc. that the people of a society try to achieve.

Vision Statement: A vivid, imaginative conception of the future.

Women Business Enterprise (WBE): A business that is at least fifty-one percent owned by a woman or women who also control and operate the business.